

MEMORANDUM FOR: ~~JSA~~ ~~FF~~ E-41

John:

Here is another excellent report from [redacted] on our attention experience. He sees no overall alarming situation.

Suggest this be made available to CSB Members

Ernie is working on a separate report regarding our current situation.  
(DATE)  
which will be along shortly.

FORM NO. 101 REPLACES FORM 10-101  
1 AUG 54 WHICH MAY BE USED.

al 4/P (47)


Declass Review by NIMA/DOD

SEC

Suspend 22 Apr.

9 Apr 70



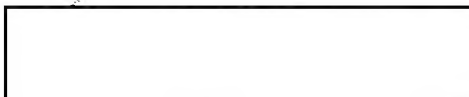
- Your's &  report on NPIC Accessions & Separations-69 is and will be most useful to me.

- I am sending copies of the report to DDI, Dir. of Personnel, and NPIC's senior management - the Director, Deputy Director, and the Staff & Group Chiefs.

Thank you,



MEMORANDUM FOR: *C/DPI*



*- A most useful report  
for my purposes and one  
which includes some  
of your interests.*



*9 Apr 70*  
(DATE)

FORM NO. 101 REPLACES FORM 10-101  
1 AUG 54 WHICH MAY BE USED.

(47)

MEMORANDUM FOR: *C/DPI*



*- A useful report,  
which should be of  
some interest to you.*



*9 Apr 70*  
(DATE)

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1 AUG 54 WHICH MAY BE USED.

(47)

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MEMORANDUM FOR:

*Asst DDI*

*Ed - "leisure-time"  
reading, but interesting.*

*— [redacted] have  
copies [redacted]*

*11 Apr 70*  
(DATE)

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1 AUG 54 WHICH MAY BE USED.

(47)

MEMORANDUM FOR:

*D/Pers, DDS*

*Sir - A most useful &  
well-done report. Just  
one of many which*

*[redacted]  
contribute to NPIC  
management.*

*17 Apr 70*  
(DATE)

FORM NO. 101 REPLACES FORM 10-101  
1 AUG 54 WHICH MAY BE USED.

(47)

MEMORANDUM FOR: *(Encl. 6 pgs Staff Dir)*  
*Useful reading.*

*Stamp*  
*V J H*  
*[Signature]*

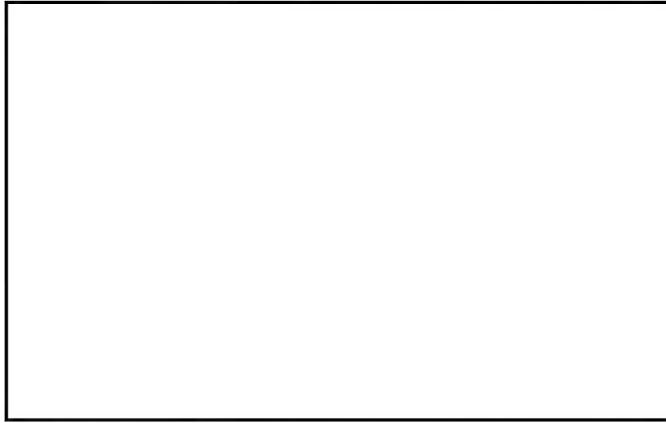
\_\_\_\_\_  
(DATE)

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1 AUG 54 WHICH MAY BE USED. (47)

Individual BB's typed for each  
Group/Staff Chief. (4/9/70)

*Dir + Dep Dir, NPIC*

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*Dir of Personnel ✓*

*Ch, TSSG ✓*

*Ch, IEG ✓*

*Ch, PSG ✓*

*Ch, PPBS ✓*

# CENTER ROUTING SLIP

FROM		Approved For Release 2004/02/12 : CIA-RDP78B05703A000400080055-4		DATE	6 April
TO		INITIALS	DATE	REMARKS	
DIRECTOR				<p>Attached for your information is a report which [redacted] has prepared on our EOD and attrition rates.</p> <p>[redacted]</p>	
DEP/DIRECTOR					
EXEC/DIRECTOR	→	H	4/9		
SPECIAL ASST	1	M	4/8		
ASST TO DIR					
ASST TO DEP/DIR					
CH/PPBS					
DEP CH/PPBS					
EO/PPBS					
CH/IEG					
DEP CH/IEG					
EO/IEG					
CH/PSG					
DEP CH/PSG					
EO/PSG					
CH/TSSG					
DEP CH/TSSG					
EO/TSSG					
CH/SSD/TSSG					
PERSONNEL					
LOGISTICS					
TRAINING					
RECORDS MGT					
SECURITY					
FINANCE					
DIR/IAS/DDI					
CH/DIAXX-4					
CH/DIAAP-9					
CH/SPAD					

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3 April 1970

MEMORANDUM FOR: Executive Director, NPIC *dh*

SUBJECT : NPIC Accessions and Separations - 1969

1. Analysis of accession and separation rates provides one of the yardsticks to measure the overall effectiveness of an organization's personnel program. The impact of recruitment, selection, placement, training, career management, and numerous other policies is interwoven into the accession and separation data. However, these rates must be viewed carefully and placed into proper perspective before meaningful conclusions can be made. For example, the higher accession and separation rates of new offices or production organizations like NPIC cannot be judged directly against the rates of older and less dynamic offices.

2. For the five year period from 1965 through 1969, the Center's accession rate has declined while the separation rate increased slightly (Table I). The gradual leveling off of the Center's authorized strength would account for fewer accessions in recent years. In turn, a period of rapid growth followed by this leveling effect could have been expected to result in more separations as employees either found that they were in the wrong career field or concluded that advancement opportunities were not as great as they had expected. While NPIC's 1969 attrition rate was higher than that of the total DDI, it was on a par with that found in the Federal government (Table II).

3. During late 1969, the NPIC accession rate increased significantly as the result of our heightened recruitment effort earlier in the year. Higher accessions combined with lower separations for this period allowed us to compensate for extremely high losses during the first part of the year. Unfortunately, we were only able to compensate for our losses rather than increase in strength.

4. NPIC should have the opportunity during 1970 to significantly increase its on duty strength. Intensive, sustained recruitment efforts have given us a steady flow of candidates and a continuing economic slowdown could reduce separations. Since the beginning of this year, NPIC strength has steadily increased, and there is every indication that this trend will continue.

5. Analysis of the accession and separation data for each component shows that the highest rates are found in the Office of the Director/NPIC and the Planning, Programming, and Budgeting Staff, where the small size of these offices tends to inflate the effect of the planned rotation of senior officers (Table III). While the Technical

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SUBJECT: NPIC Accessions and Separations-1969

Services and Support Group remained stable throughout the year, both the Imagery Exploitation Group and the Production Services Group felt the weight of differentiated accession and separation rates. IEG's accession rate bettered its separation rate and resulted in a net gain of twelve personnel by the end of the year. On the other hand, PSG experienced a net loss of twenty-four for the same period.

6. In the Center's accessions and separations for 1969, attention must be given to internal reassignments among groups as well as true accessions and separations. These shadow gains and losses played an important role in determining our status at the end of the year.

7. IEG's increased strength should be viewed as the product of both our recruitment effort and internal reassignments. The liberal arts graduates we are attracting in hopes of developing into broad based career officers closely meet IEG's rather general qualifications for both Photo Interpreters and Intelligence Analysts-General, and they are usually placed within the Group. In addition, over the course of 1969, 35% of IEG's accessions came from other Center components while only 21% of its separations went to other components.

8. Analysis of PSG net loss should consider its basic production unit framework, specialized personnel, and the effect of transfers from it to other components. Production offices will suffer higher losses than staff or other highly professional components, due to the nature of the work and lower grade structure. During last year, 21% of PSG's losses were gained by other Center components, principally IEG. At the same time, the Group only received 11% of its accessions from other components. While PSG does have the highest Group separation rate, the rate is not yet dangerously high.

9. Limited analysis showed that no separation rates by job category were significantly higher than either the Center or particular group rates for the year. The greatest concentration of losses was in the secretarial field, but almost all were for voluntary, unavoidable reasons such as family responsibilities or pregnancy.

10. Although no job category separation rates were abnormally high, several interesting patterns arose--particularly among the 45% of those separating for reasons within management's sphere of influence:

- a. Six of the seven Photo Interpreters who resigned left to begin new careers.
- b. Six of the nine Illustrators-PI who resigned left due to low pay rates or limited promotional opportunities.
- c. Four of the five Computer Programmers who resigned accepted higher paying positions in other government agencies or private industry.

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SUBJECT: NPIC Accessions and Separations - 1969

11. We should not be greatly concerned that the majority of terminating Photo Interpreters accept other positions. These employees were young men GS-09 and below who, after spending less than three years on the job, decided that they did not wish to make a career of photo interpretation. Because we are basically asking young college graduates to explore a career totally outside of their realm of experience, we must be prepared to accept these losses. As far as coping with the Illustrator-PI turnover, we must carefully monitor our initial recruitment and selection policies to insure that the qualifications and aspirations of potential employees do not exceed the requirements and career opportunities of the positions. Higher losses among our Computer Programmers can be expected as they become more experienced and thus more marketable. The computer science field provides a highly volatile job market confronting all employers.

12. In summary, an analysis of information from several sources indicates that NPIC's accessions and separations for 1969 fall within reasonable limits and that, at this time, there are no serious problem areas.



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Chief, Personnel Branch

Attachments:

TAB A: NPIC 1965-1969  
TAB B: Comparison Rates  
TAB C: Component Rates

Distribution:

Original - Addressee  
2 - NPIC/TSSG/SSD/PB

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TABLE I

NPIC ACCESSION AND SEPARATION RATES BY PERCENTAGE

1965 - 1969

<u>YEAR</u>	<u>AVERAGE MONTHLY ACCESSION RATE</u>	<u>AVERAGE MONTHLY SEPARATION RATE</u>
1965	2.7	1.2
1966	2.2	1.3
1967	1.9	1.8
1968	1.9	1.4
1969	1.5	1.6

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TABLE II

COMPARISON ACCESSION AND SEPARATION RATES BY PERCENTAGE - 1969

ACCESSION RATES

<u>MONTH</u>	<u>INDUSTRY</u>	<u>FED GOVT</u>	<u>DDI</u>	<u>NPIC</u>
Jan	4.6	3.2	1.0	0.8
Feb	3.9	1.4	0.7	1.2
Mar	4.4	1.4	0.9	1.1
Apr	4.5	1.5	1.0	0.9
May	4.8	1.5	1.4	0.5
June	6.6	5.2	2.4	2.2
July	5.1	2.2	1.1	0.8
Aug	5.6	1.4	1.7	2.1
Sept	5.9	1.7	2.2	3.5
Oct	*	*	1.5	1.8
Nov	*	*	1.4	1.2
Dec	*	*	0.7	2.3
Average Monthly Rate-1969		5.0	2.1	1.3
				1.5

SEPARATION RATES

<u>MONTH</u>	<u>INDUSTRY</u>	<u>FED GOVT</u>	<u>DDI</u>	<u>NPIC</u>
Jan	4.5	2.3	1.4	2.5
Feb	4.0	1.4	1.3	1.7
Mar	4.4	1.5	1.2	1.1
Apr	4.5	1.3	1.0	1.2
May	4.6	1.5	1.7	2.0
June	4.5	1.9	1.9	2.2
July	5.3	1.5	1.5	1.9
Aug	6.2	2.6	2.8	2.5
Sept	6.6	3.9	1.4	0.6
Oct	*	*	1.5	1.3
Nov	*	*	0.9	7.7
Dec	*	*	0.9	1.2
Average Monthly Rate-1969		4.9	2.0	1.4
				1.6

\*Complete data not yet available

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TABLE III

NPIC COMPONENT ACCESSION AND SEPARATION RATES - 1969

ACCESSION RATES

<u>MONTH</u>	<u>O/DIR</u>	<u>PPBS</u>	<u>IEG</u>	<u>PSG</u>	<u>TSSG</u>
Jan	0.0	5.0	0.0	0.9	1.9
Feb	0.0	14.2	2.8	0.9	1.9
Mar	12.5	0.0	2.1	1.6	2.6
Apr	0.0	0.0	0.7	1.4	0.0
May	0.0	0.0	1.4	0.2	1.9
June	0.0	0.0	0.7	3.3	3.2
July	0.0	5.7	1.1	1.4	0.0
Aug	0.0	4.7	2.1	2.6	0.6
Sept	20.0	9.1	5.9	2.4	5.2
Oct	42.8	0.0	2.0	1.9	1.9
Nov	0.0	0.0	3.7	2.1	0.6
Dec	0.0	0.0	2.6	2.8	2.5
Average Monthly Rate 1969	5.6	3.5	2.1	1.8	1.8

SEPARATION RATES

<u>MONTH</u>	<u>O/DIR</u>	<u>PPBS</u>	<u>IEG</u>	<u>PSG</u>	<u>TSSG</u>
Jan	0.0	5.0	2.7	2.5	1.9
Feb	0.0	0.0	2.8	2.3	3.2
Mar	12.5	9.1	1.0	2.1	1.9
Apr	0.0	0.0	1.0	1.4	1.3
May	0.0	0.0	2.1	2.3	3.2
June	14.2	5.0	0.7	3.5	1.3
July	16.6	0.0	2.4	2.6	0.6
Aug	20.0	0.0	2.1	2.6	2.6
Sept	0.0	9.1	1.4	1.4	0.6
Oct	14.2	0.0	1.7	1.7	1.9
Nov	0.0	0.0	1.3	2.8	0.6
Dec	0.0	4.5	1.6	1.9	0.6
Average Monthly Rate 1969	5.6	2.7	1.7	2.3	1.6

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